



**Physical Therapy Board of California
Department of Consumer Affairs**

Strategic Plan

Physical Therapy Board of California

Strategic Plan

Table of Contents

Publication Information.....	ii
Members of the Board.....	ii
Staff of the Board.....	ii
Notice of Adoption.....	1
Executive Summary.....	1
Mission Statement.....	1
Vision.....	1
Agency Description.....	1
Internal and External Assessment Summary.....	2
Agency Goals.....	3
Action Plan - Agency Objectives.....	5
Agency Performance Measures.....	13
Resource Assumptions.....	17
Financial and Full Time Equivalent (FTE) Position Information.....	17
Appendix Items	
Plan for Monitoring and Tracking Performance.....	17
Organization Chart.....	19

Physical Therapy Board of California Strategic Plan

Adopted May 14, 1997

Published May 1997

Pete Wilson, Governor

Marjorie M. Berte, Director
Department of Consumer Affairs

Physical Therapy Board of California

Members:

Jerry Kaufman, P.T., President

Louis Garcia, Vice President

Julie Bergmann, P.T

June Koefeldt

Valerie Sinkus, P.T.

Virginia Zlaket

Staff

Steven K. Hartzell, Executive Officer

Rebecca Marco, Assistant Executive Officer

Nancy Garcia

Michael McCormick

Debi Mitchell

Debbie Nardine

Elsa Ybarra

Notice of Adoption

The Physical Therapy Board of California adopted the Strategic Plan on May 14, 1997.

Executive Summary

The strategic plan of the Physical Therapy Board of California will enable the Board to more effectively regulate the practice of physical therapy in California and monitor its success.

In large part the plan is based on the mission, vision and goals that were adopted in 1994. Those goals were adopted after several workshops where the Board, along with its staff and individuals regulated by the Board, took a concentrated look at the prior mission, goals and actual operation of the Board. This plan was prepared in conjunction with the initial review of the Board's operation, prior to preparing the report to the Legislature as required under Sunset Review.

The development of the plan has assisted the Board in identifying areas where Board operations can be improved. One of the major issues identified by the plan is the need to determine the level of staffing necessary to stay current with the Board's operations and seek an augmentation to the budget through the budget change proposal process. The need to augment the Enforcement and Examination Programs has also been identified. The plan will also be used in the preparation of the Sunset Review report.

The Board will be reviewing and possibly revising this plan as it prepares the Sunset Review Report. The Board will also be conducting strategic planning workshops to further refine the plan in August 1997.

MISSION STATEMENT

The mission of the Physical Therapy Board of California is to protect the people of California by administering and enforcing the Physical Therapy Practice Act, and ensuring that physical therapy is provided by physical therapists and their supportive personnel, who meet the requirements of the practice act.

VISION

In pursuit of this mission the Physical Therapy Board of California will seek to provide the highest level of consumer protection regarding the practice of physical therapy in California. To accomplish this we will interact in the legislative and regulative process, promote effectiveness, consistency and fairness in enforcing the Physical Therapy Practice Act.

DESCRIPTION OF AGENCY'S FUNCTION

The function of the Physical Therapy Board of California is to protect the public from the incompetent, unprofessional and criminal practice of physical therapy. To fulfill this mission the Board investigates the background of applicants, administers licensing examinations, licenses physical therapists and physical therapist assistants, certifies physical therapists to perform electromyography, investigates complaints from consumers and takes disciplinary actions against licensees.

Internal and External Assessment Summary

The Physical Therapy Board of California is effected by the actions of many organizations. The organizations within Government include not only the California Legislature and other California State Agencies, but also the United States Congress and Federal Agencies. The external agencies include professional associations, businesses that seek to obtain licensure for individuals, consumer advocates, educational institutions and entities that accredit educational institutions and programs. There are additional organizations that are part external and p

art internal such as the Federation of State Boards of Physical Therapy and CLEAR since the Board or Department of Consumer Affairs is a member of the organization.

While the work of these organizations generally are of assistance to the Board, there are times when particular issues may greatly increase the workload the Board. The Board must be able to advocate for the consumer when the regulation of physical therapy will be effected.

Examples of issues that the Board has responded to in the past, or is currently addressing, are the implementation of screening to determine if applicants or licensees are delinquent in support payments, changes in federal immigration and welfare law effecting the ability of non-citizens to become licensed, regulatory revisions by other agencies that would effect the ability of physical therapists to perform legal procedures, increases in the number of applicants due to schools increasing enrollment and new schools and the illegal expansion of another professions scope of practice. These are but a few examples of issues that resulted in the Board having to expend resources that were not planned.

Since it is impossible to accurately plan for the effects of influences that are beyond the control of the Board, the general planning assumption is that they will occur. The Board responds to these issues by redirecting resources or seeking additional budget authority when necessary.

GOALS

ADMINISTRATION PROGRAM

- 1 Maintain a well managed, cost effective office to enable the Board to complete its mission
- 2 Provide Board Members with resources and training to enable them to effectively enforce the Practice Act
- 3 Ensure that the programs of the Board are accomplished consistent with its vision
- 4 Ensure that the Laws and Regulations Governing the Practice of Physical Therapy are reflective of the minimum regulation needed to provide consumer protection
- 5 Achieve collegial working relationships with other health care governing boards

DIVERSION PROGRAM

- 1 Ensure that every physical therapist and physical therapist assistant in California is aware that the diversion program is available
- 2 Provide appropriate monitoring of the contractor
- 3 Seek to provide the program in the most cost effective manner

EDUCATION PROGRAM

- 1 Educate the public, physical therapists and physical therapist assistants about the Board's purpose and how to utilize the Board's services
- 2 Educate physical therapists and physical therapist assistants about the laws and regulations governing the practice of physical therapy in California, professional responsibilities, patient rights and consequences for violations of the Physical Therapy Practice Act.

ENFORCEMENT PROGRAM

- 1 Ensure that the consumer has access to a fair and impartial review of complaints regarding the provision of physical therapy services
- 2 Complete investigation of complaints within 90 days
- 3 Complete disciplinary process within 12 months of receiving a complaint

EXAMINATION PROGRAM

- 1 Ensure that the examinations are based on a valid analysis of practice and that the integrity of the examinations are maintained
- 2 Ensure that examinations are available in a timely, convenient and efficient manner

LICENSING PROGRAM

- 1 Ensure that licensure requirements reflect the needed level of knowledge to provide consumer protection
- 2 Strive to make the movement of qualified physical therapists and physical therapist assistants between states as easy as possible
- 3 Provide for a licensure and renewal process that allows qualified physical therapists, physical therapist assistants and electromyographers to acquire initial licensure and renewal in a timely and efficient manner.

ACTION PLAN

ADMINISTRATION PROGRAM

Goal 1 Maintain a well managed, cost effective office to enable the Board to complete its mission

1997-98

- Objective A Determine the number of staff needed to accomplish the mission of the Board.
- Objective B Identify training needs of staff.
- Objective C Continue documentation of all procedures performed by staff.
- Objective D Provide each staff member with an annual performance appraisal.
- Objective E Determine office space, equipment and operational (printing, postage, communication, etc) needs of the Board.
- Objective F Seek a budget augmentation for staff, training, operational, space and equipment needs.
- Objective G Move or remodel office to provide adequate space.

1998-99

- Objective H Complete Procedure Manuals.
- Objective I Hire additional staff if budget augmentation is obtained.
- Objective J Increase training of staff.
- Objective K Implement revised operational budget if approved.

1999-2000

- Objective L Hire additional staff if budget augmentation is obtained.
- Objective M Initiate annual review of procedure manuals.

Goal 2 Provide Board Members with resources and training to enable them to effectively enforce the Practice Act

1997-98

- Objective A New Member Orientation Committee to meet to identify training needs of members.
- Objective B Determine if revisions to meeting schedule should be implemented.

1998-99

- Objective C Implement member orientation and training program.
- Objective D Develop member procedure manual.

1999-2000

- Objective E Review member training, procedure manual and Board meeting schedule.

Goal 3 Ensure that the programs of the Board are accomplished consistent with its vision

Every Year

Objective A Participate in the legislative and regulatory process to ensure that consumers have continued access to physical therapy services provided by competent physical therapy professionals.

Objective B Review the strategic plan at second Board meeting held in each calendar year and adopt a plan for making any needed revisions to the strategic plan.

1997-98

Objective C Complete Sunset Report.

Objective D Conduct strategic planning workshop.

Objective E Implement satisfaction surveys of applicants, complainants and licensees.

Objective F Develop detailed work plans to complete strategic plan.

1998-99

Objective G Implement Legislative recommendations from Sunset Review.

1999-2000

Objective H Review Board programs in preparation for 2001 Sunset Review

Goal 4 Ensure that the Laws and Regulations Governing the Practice of Physical Therapy are reflective of the minimum regulation needed to provide consumer protection

Every Year

Objective A Include a review of the Physical Therapy Practice Act and Physical Therapy Regulations as part of the annual strategic planning process.

1997-98

Objective B Conduct a regulatory hearing and review all regulations to determine necessity, economic impact and verify authority.

1998-99

Objective C Perform review of regulatory need required by Sunset Review.

Objective D Implement any changes required by Sunset Legislation

Goal 5 Achieve collegial working relationships with other health care governing boards

Every Year

Objective A Members and staff should attend meetings of, and volunteer to participate in the activities of, the Federation of State Boards of Physical Therapy, Citizens Advocacy Center, CLEAR and other organizations that promote the exchange of information between among licensing boards.

Objective B Continue developing working relationship with other California Licensing Boards.

Diversion Program

Goal 1 Ensure that every physical therapist and physical therapist assistant in California is aware that the diversion program is available

Every Year

Objective A Distribute informational brochures at meetings of the professional association and as an enclosure to licenses.

1997-98

Objective B Include information regarding the diversion program on the Internet Home Page when it is implemented.

1998-99

Objective C Investigate feasibility of advertising the program in professional publications.

Goal 2 Provide appropriate monitoring of the contractor

Every Year

Objective A Staff to monitor performance of contractor

1997-98

Objective B Conduct a biennial review of the performance of the contractor

Goal 3 Seek to provide the program in the most cost effective manner

1998-1999

Objective A Staff will participate in the Department of Consumer Affairs Diversion Committee to monitor the contractor and prepare the request for proposals when the contract is up for renewal.

EDUCATION PROGRAM

Goal 1 Educate the public, physical therapists and physical therapist assistants about the Board's purpose and how to utilize the Board's services

1997-98

Objective A Establish the Education Program as a specific component of the Board's budget in the 1997-98 fiscal year.

Objective B Implement a Home Page on the Internet that will provide information regarding the Board's services, the practice of physical therapy and access to the Board's programs.

1998-99

Objective C Provide education to the public on proper physical therapy practice and expected outcomes by implementing a speakers bureau and participating in public forums and awareness events.¹

Objective D Develop, print and distribute public information brochures.¹

1999-2000

Objective E Review the Boards Education Program

EDUCATION PROGRAM(Continued)

Goal 2 Educate physical therapists and Physical therapist assistants about the laws and regulations governing the practice of physical therapy in California, professional responsibilities, patient rights and consequences for violations of the Physical Therapy Practice Act.

1997-98

Objective A Publish one newsletter¹.

Objective B Provide education to the physical therapy community through a speakers bureau that could speak at meetings of the professional association and to students.

Objective C Make the Physical Therapy Practice Act, Physical Therapy Regulations and other pertinent information available through the Board's Internet Home Page.

Objective D Make Attorney General Opinions and scope of practice question/answers available on the Internet.

1998-99

Objective E Publish two newsletters¹.

1999-2000

Objective F Distribute a copy of the laws and regulations governing the practice of physical therapy in California to each applicant and to each physical therapist and physical therapist assistant upon renewal of their license¹.

Objective G Publish newsletters quarterly¹.

ENFORCEMENT PROGRAM

Goal 1 Ensure that the consumer has access to a fair and impartial review of complaints regarding the provision of physical therapy services

1997-98

Objective A Seek a budget augmentation to implement a toll free phone line for consumers.

Objective B Conduct at least one administrative hearing before the full Board sitting with an administrative law judge.

1998-99

Objective C Hire additional staff if augmentation is obtained¹.

Objective D Install a toll free phone line if augmentation obtained¹.

1999-2000

Objective E Review enforcement program.

Goal 2 Complete investigation of complaints within 90 days

1997-98

Objective A Determine the staffing required to receive complaints and coordinate the investigation and administrative discipline process.

Objective B If necessary, seek a budget augmentation to provide for appropriate staffing of the enforcement program.

Objective C Determine the amount of service required from the Division of Investigation, Department of Consumer Affairs.

ENFORCEMENT PROGRAM (Continued)

Goal 2 Complete investigation of complaints within 90 days(Continued)

- Objective D If necessary, assist the Division of Investigation, Department of Consumer Affairs, in obtaining sufficient resources to provide services to the Board.
- Objective E Provide training to investigators
- Objective F Review pending cases each month.

1998-99

- Objective G Hire additional staff if budget augmentation is obtained.

1999-2000

- Objective H Review enforcement program to determine if adequate resources are available

Goal 3 Complete disciplinary process within 12 months of receiving a complaint

1997-98

- Objective A Determine the amount of service required from the Office of the Attorney General and Office of Administrative Hearings.
- Objective B If necessary, seek a budget augmentation to provide sufficient expenditure authority to reimburse the Office of the Attorney General and Office of Administrative Hearings for their services.
- Objective C If necessary, assist the Office of the Attorney General and the Office of Administrative Hearings in obtaining sufficient resources to provide services to the Board.
- Objective D Review pending cases each month
- Objective E Implement revised administrative citation program

1998-99

- Objective F Hire additional staff if augmentation is obtained.

1999-2000

- Objective G Review Enforcement Program

EXAMINATION PROGRAM**Goal 1 Ensure that the examinations are based on a valid analysis of practice and that the integrity of the examinations are maintained**

Every Year

- Objective A Advocate at annual meetings of the Federation of State Boards of Physical Therapy and the Federation review and update of the analysis of practice and criterion reference studies on an ongoing basis.
- Objective B Conduct question development workshops and criterion reference studies as needed to maintain the Board's examinations.
- Objective C Monitor the Federation's examination program by obtaining and reviewing copies of the annual report.
- Objective D Implement at least four new forms of the Law and Regulation Examination.

EXAMINATION PROGRAM(Continued)

Goal 1 Ensure that the examinations are based on a valid analysis of practice and that the integrity of the examinations are maintained(Continued)

1997-98

- Objective E Request that the Office of Examination Resources of the Department of Consumer Affairs assist the Board in reviewing the Federation's analysis of practice and maintaining the Board's Laws and Regulation and Electromyography Examinations.
- Objective F Monitor the performance of Sylvan in administering the Law and Regulation Examination.
- Objective G Obtain additional office space to improve security for the storage of examination materials.¹
- Objective H Implement computer based testing.¹

Goal 2 Ensure that examinations are available to candidates in a timely, convenient and efficient manner

1997-98

- Objective A Revise existing procedures to implement computer based testing.
- Objective B Determine the required level of staffing o implement the new procedures.
- Objective C If necessary, seek budget augmentation to provide adequate levels of staffing.
- Objective D Determine the amount of the budget augmentation that is required due to the increase in examination costs and seek a budget augmentation.
- Objective E Examine all applicants that apply for computer based examinations.

1998-99

- Objective F Hire additional staff if augmentation obtained.¹

1999-2000

- Objective G Review Examination Program

LICENSING PROGRAM

Goal 1 Ensure that licensure requirements reflect the needed level of knowledge to provide consumer protection

Every Year

- Objective A Monitor the educational criteria established by the Commission on Physical Therapy Education of the American Physical Therapy Association and participate in any updating of the criteria to ensure that licensure standards and the educational curriculum are reflective of each other.
- Objective B Work with the Federation of State Board's Foreign Educated Committee to increase the Board's knowledge of physical therapy education standards in foreign countries.

1997-98

- Objective C Establish in regulation, a tool for the evaluation of foreign physical therapy education.
- Objective D Revise the credential evaluation service regulation.

Goal 2 Strive to make the movement of qualified physical therapists and physical therapist assistants between states as easy as possible

Every Year

Objective A Participate in the Federation of State Boards of Physical Therapy (including Administrative Staff Committee) to enhance communication with other agencies involved in the licensing process.

Objective B Participate in Federation of State Boards of Physical Therapy national practitioners data bank.

Goal 3 Provide for a licensure and renewal process that allows qualified physical therapists, physical therapist assistants and electromyographers to acquire initial licensure and renewal in a timely and efficient manner.

1997-98

Objective A Implement an application tracking system^h.

Objective B Seek modifications to the Consumer Affairs (license database) System that address any potential year 2000 problems or the implementation of a new data base system.^l

Objective C Seek budget authority to provide for the imaging of all licensing and enforcement records to ensure that they could be reproduced if a disaster (flood, fire, theft, etc) occurred.

Objective D Make as much of the application package as possible available for download from the Internet

Objective E Investigate the feasibility of filing of applications, name and address changes and requests for endorsement of license on the Internet.

Objective F Implement acceptance of credit cards for payment of renewal fees.

Objective G Seek approval to transfer cashiering function and staff to Board

1998-99

Objective H Implement filing of forms via the Internet.

Objective I Implement acceptance of credit cards for all fees.

Objective J Implement cashiering function at Board if Budget Change Proposal approved

Objective K Implement imaging of licensing records and enforcement records if budget augmentation is approved.^l

1999-2000

Objective L Review application and renewal process

^lCompletion of this objective is dependent on the Board obtaining additional budget authority.

PERFORMANCE MEASURES

The following performance measures will be used for assessing the Board's successful achievement of its mission, goals and objectives.

ADMINISTRATION PROGRAM

- 1 Maintain a well managed, cost effective office to enable the Board to complete its mission
 - *Does staff distribute agendas and meeting materials in a timely fashion?*
 - *Are the Board's expenditure within budget authority (including augmentations)?*
 - *Is correspondence handled in a timely manner*
 - *Are deadlines met?*
 - *Are performance evaluations of staff performed?*
- 2 Provide Board Members with resources and training to enable them to effectively enforce the Practice Act
 - *Do Board Members feel that they have sufficient knowledge to perform their job?*
- 3 Ensure that the programs of the Board are accomplished consistent with its vision
 - *Completion of Sunset Report*
 - *Preparation of annual revisions to Strategic Plan*
 - *Review of satisfaction surveys*
- 4 Ensure that the Laws and Regulations Governing the Practice of Physical Therapy are reflective of the minimum regulation needed to provide consumer protection
 - *Are complaints received that the laws and regulations are overly burdensome?*
 - *Are individuals that are licensed in other states prevented from being licensed in California?*
- 5 Achieve collegial working relationships with other health care governing boards
 - *Are Members and/or staff attending meetings and volunteering with related organizations?*
 - *Are other boards receptive to requests from the Board?*

DIVERSION PROGRAM

- 1 Ensure that every physical therapist and physical therapist assistant in California is aware that the diversion program is available
 - *Does the Board receive inquiries?*
 - *When presentations are made does there seem to be awareness?*
- 2 Provide appropriate monitoring of the contractor
 - Are reports prepared on a quarterly basis?*
- 3 Seek to provide the program in the most cost effective manner
 - *Is a request for proposal distributed?*

EDUCATION PROGRAM

- 1 Educate the public, physical therapists and physical therapist assistants about the Board's purpose and how to utilize the Board's services
 - *Is the Education Program included in the Budget by Program Component?*
- 2 Educate physical therapists and physical therapist assistants about the laws and regulations governing the practice of physical therapy in California, professional responsibilities, patient rights and consequences for violations of the Physical Therapy Practice Act.
 - *Are newsletters published?*
 - *How many presentations made to meetings of the professional association and schools?*
 - *Has the Internet Home Page been implemented?*
 - *How many inquiries are being made to the Internet Home Page?*
 - *Were the laws and regulations distributed?*

ENFORCEMENT PROGRAM

- 1 Ensure that the consumer has access to a fair and impartial review of complaints regarding the provision of physical therapy services
 - *How many complaints are received?*
 - *Are consumers satisfied with the results of investigations?*
 - *Was the toll free line implemented?*
- 2 Complete investigation of complaints within 90 days
 - *What is the minimum, maximum and average time for an investigation?*
- 3 Complete disciplinary process within 12 months of receiving a complaint
 - *What is the minimum, maximum and average time until a final decision?*

EXAMINATION PROGRAM

- 1 Ensure that the examinations are based on a valid analysis of practice and that the integrity of the examinations are maintained
 - *When was the last analysis of practice done?*
 - *Are there sufficient items in the question bank to implement four new versions of the Law and Regulation Examination annually?*
 - *How many complaints are received regarding access to the examinations through Sylvan?*
 - *Was additional office space obtained?*
- 2 Ensure that examinations are available in a timely, convenient and efficient manner
 - *Was sufficient budget authority available to examine all candidates?*
 - *Does the satisfaction survey indicate that candidates are pleased with the process?*

LICENSING PROGRAM

- 1 Ensure that licensure requirements reflect the needed level of knowledge to provide consumer protection
 - *Are approximately 90% of new graduates passing the examination on the first attempt?*
 - *Are foreign educated physical therapists successfully completing the period of clinical training?*
 - *Is there an increase in the number of complaints that involve incompetency?*
 - *Were the regulations related to foreign educated physical therapists revised?*
- 2 Strive to make the movement of qualified physical therapists and physical therapist assistants between states as easy as possible
 - *How many people licensed in other states are denied licensure?*
 - *Is information being submitted to, and received from the FSBPT National Data Bank?*
- 3 Provide for a licensure and renewal process that allows qualified physical therapists, physical therapist assistants and electromyographers to acquire initial licensure and renewal in a timely and efficient manner.
 - *What is the minimum, maximum and average time to complete the licensure process?*
 - *Was an applicant tracking system implemented?*
 - *Has progress been made for the modification or replacement of the CAS system ?*
 - *Were the application and other forms made available on the Internet?*
 - *Has on line filing of forms been implemented?*
 - *Are credit cards being accepted for payment of fees?*

RESOURCE ASSUMPTIONS

The Board obtained authority to raise licensure and examination fees effective January, 1997. The increase in initial licensure and renewal fees were effective on January 1, 1997, and the increase in examination fees by regulatory revision will be completed by July 30, 1997. The increases will provide the Board with sufficient resources for the budget augmentations that may be requested. In the event that additional revenue is necessary, additional fee authority may be sought by revision of the initial licensure and renewal fee regulations in 1999.

Successful progress towards the completion of the goals and objectives identified is contingent on the Board obtaining budget authority to hire additional staff effective January 1, 1998. The failure to gain approval for additional staff will result in the Board reevaluating the time frame for the completion of the goals.

FINANCIAL AND FULL TIME EQUIVALENT POSITION INFORMATION

Fiscal Year	Expenditures	FTEs
1994-95 Actual	\$1,050,000	6.7
1995-96 Actual	\$1,281,000	6.7
1996-97 Budgeted	\$1,621,561	6.7
1997-98 Requested	\$1,976,000	6.7

FUNDING SOURCE

The Programs of the Physical Therapy Board of California are funded from the application, examination, initial licensing, renewal and other fees, reimbursements and cost recoveries that are collected by the the Board. General fund revenues are not utilized for the operation of the Board.

Plan for Monitoring and Tracking Performance

The Board will monitor the progress towards completion of goals through verbal and written reports by Board Members and staff at the quarterly Board Meetings. Board members will also receive monthly reports on the status of the Enforcement Program. These reports will be compared to the performance measures.